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*Office Memorandum* • UNITED STATES GOVERNMENT

TO : Assistant Director for Operations

DATE: 8 December 1955

FROM : Chief, Foreign Documents Division

SUBJECT: Inspector General's Survey of FDD

1. In general, I feel that the IG team has made a very sincere endeavor to be objective in their survey and have advised carefully on what appear to be both good points and weaknesses. The favorable tone of the report as a whole is rewarding and stimulating. The constructive recommendations are welcome for their extra-operational viewpoint. Detailed comments follow:

a. I concur with Recommendations A, B, C, D, G, and I.

b. Recommendation E. I am willing to try the procedure recommended. However, I have certain misgivings and reservations concerning it. The procedures recommended were employed by FDD until recently. Our experience showed that it did not place sufficient responsibility on the section chiefs, created a bottleneck in the branch chief's office, and took time of the branch chief or his deputy away from planning and management of operations. We also found that generally effective supervision could be maintained through the branch chief's spot checking of the published reports.

Our operations run on a very tight schedule as far as publications go, and each additional check point along the way means another delay. If this can really serve a useful purpose, I shall be delighted. But, I fear that one item out of the thousands of pages we produce has been picked as representative. Whereas, I doubt whether it actually is. The person in FDD who selected this item had only begun his job a few weeks earlier. In his zeal to get all possible information on a remote area on which little information is forthcoming, he admittedly overdid it. I trust that this recommendation is warranted by other pertinent facts aside from this lone example and not based on the statements of single consumers. From time to time a consumer will make the comment on something we produce that it is of no value, but in practically every instance to date we can point to the fact that another consumer has specifically requested just that information. In test cases we have asked for evaluations from several consumers, and found the evaluations from different agencies, and in some cases within the same agency, diametrically opposed.

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I regret that the team did not see fit to discuss this matter with me at any point. It is the feeling of the team that some of the section chiefs are weak. This I recognize. However, I am far from convinced that the way to strengthen them is to remove responsibility from them, which in effect is what this recommendation would do. Nevertheless, I am amenable to more experienced advice and willing to put this recommendation into effect with certain additional operational precautions of my own.

c. Recommendation F, paragraph 1. I have long been deeply concerned with good management and career development of employees. I have in effect a Career Management Staff which has been meeting once a month for the past 2 1/2 years. This Staff has not had formal designation from the OO Career Service Board and has not kept minutes, but it has functioned well, has achieved results, and is known throughout the Division. As I infer the intent of this recommendation is formalization of the process, I believe it would be a mistake to set up an additional staff for this purpose. As you know I have no planning and coordinating staff. I make use of the branch chiefs as staff officers.

Now, on the one hand by Recommendation E, I am to relieve them of duties that would interfere with their reading all production, and on the other hand, by this recommendation assign them additional duties to a new staff. I believe strongly that you cannot and should not unnecessarily divorce management, operations, planning, and career development. They form an intricately woven pattern, such that the removal of one type of thread may disrupt the whole. The responsible person in any case must be consulted for the nature and direction of the other threads. Why not then include him originally. I recommend that the present staff relationship be maintained, and that career development continue to be considered by the Chief and Deputy Chief of FDD meeting with the branch chiefs as a staff.

Paragraph 2. In line with my comments above I believe the development of long-range career plans for employees to be more properly the function of the branch chiefs. At the same time I seriously question the advisability of preparing career plans for all employees.

We have in the Agency an established Career Staff, with regulations and criteria providing for the selection of personnel to this Staff. By regulation employees are not eligible for

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their initial three years. We do not know then whether they will become career employees or not. Thus, I think a distinction should be drawn between Career Staff members and non-members. For Career Staff members, undoubtedly, planning should be done and is done. As there are no applicable Agency or office regulations prescribing the form that this planning should take, the recommendation is somewhat unclear. Certainly, if Agency or office regulations are issued on this matter, we shall follow such. In the lack of them, I can only interpret the intent to be one of formalization. Too much formalization of plans of this sort, I fear, has many pitfalls.

An inordinate amount of manpower can be used in drawing up formal long-range detailed plans that are upset completely by the ever changing requirements of the intelligence service. Secondly, I fear for the effect on employees when such plans cannot be implemented due to the exigencies of the situation or for reasons of security, medical or otherwise. I believe we have in this recommendation theory and intent which are admirable, but it is the practice that we must concern ourselves with. There is then no quarrel with plans, but a serious question as to the mode of implementation. I believe it would be useful to have on paper limited plans for Career Staff employees. Such plans may vary from person to person but would be limited in each case to the foreseeable future. Thus, for one employee such a plan may cover a span of several years, but for another it may cover only one year. I believe employees would be quite happy with such a realistic outlook. Asking an employee to work out a ten-year plan when he may not know himself exactly what his objective is or what real opportunities may exist will present him with an enigma and a feeling that his supervisors have lost touch with reality. Also, a ten-year plan disregards the fact that one person advances intellectually faster than another, and, also, that the promotion of an individual should normally be based on his competitive showing. So, I would be in accord with the drawing up of career plans of a limited nature for Career Staff employees. I would even be willing to extend this to an indeterminate number of non-Career Staff employees whose objectives are clear-cut, whose thinking is realistic, and who have a definite intention to be career employees.

Paragraphs 2 b-g and 3. These can be easily complied with. It should be noted that insofar as the JOT program is concerned, there has never been since its inception any indication by way of regulation, notice, memorandum or even verbally from OTR that this program was receptive to requirements from

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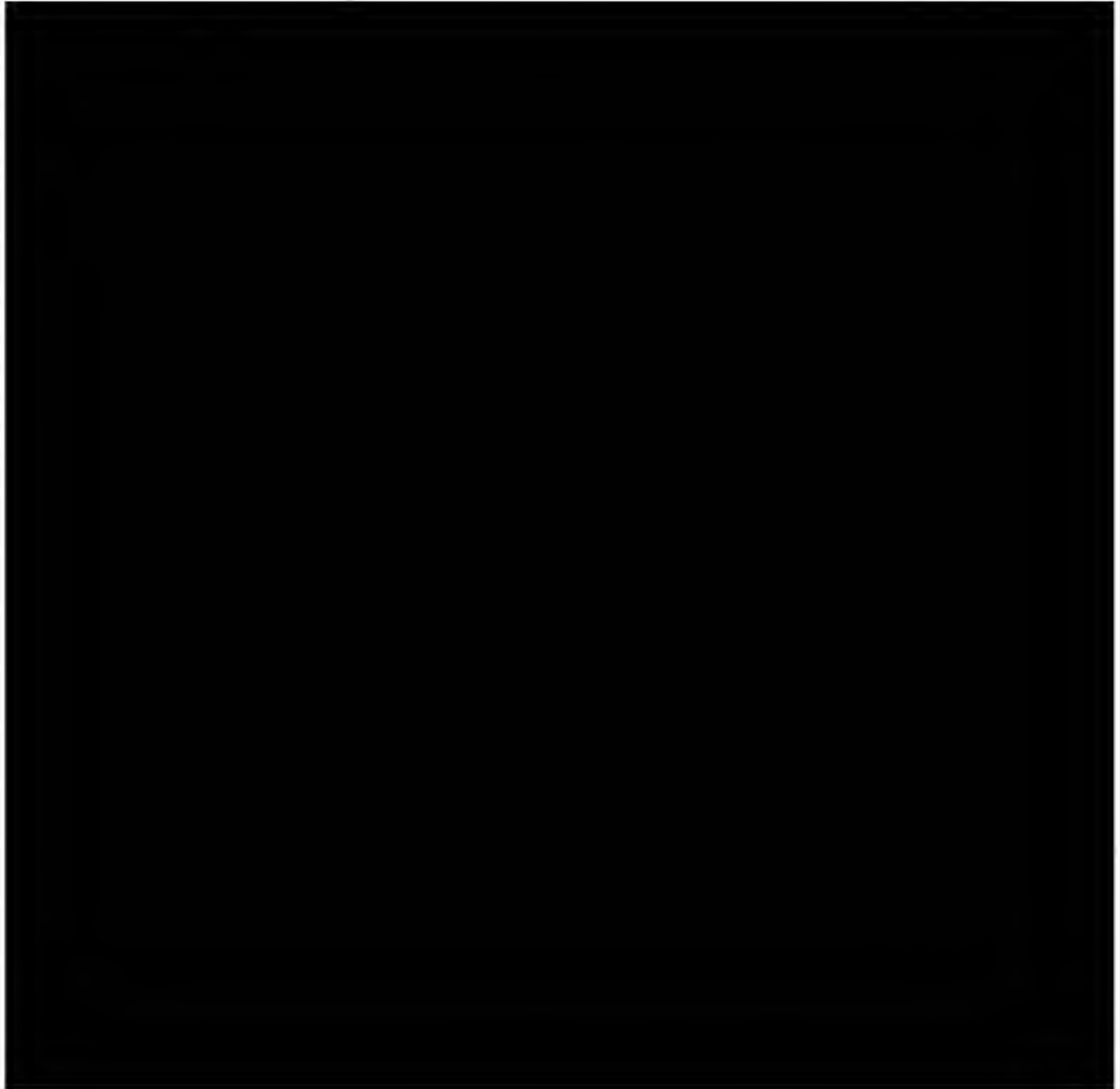
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other offices. FDD has regularly persisted in requesting the assignment of JOT's to FDD. However, since the beginning of the JOT program, the Chief of that program has only assigned one JOT to FDD.

Paragraph 4. If all individual career plans, even on the limited scale mentioned above, were to be reviewed by the OO Career Service Board, I feel it would rapidly become burdensome or handling would become perfunctory. Neither is desirable. I suggest that only those career plans involving assignment outside the division be proposed to the OO Career Service Board.

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Points 2, 3 and 4 are inapplicable at this time.  
I therefore recommend that no action be taken at this time.

e. Recommendation J. I am generally in accord with this recommendation. Our main difficulty has been with the Classification and Wage Division. Repeated attempts have failed in budging them from their position that proofreading is a low-grade clerical job and must even have other duties to warrant a GS-4. Classification has reviewed these positions within the last three months. I therefore trust that this recommendation will be directed to the attention of the Classification and Wage Division.

f. Other comments.

(1) Page 30, paragraph D,1,c. The FDD Summary series as a category of publication has been omitted, probably intended as (6).

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